

**MEMORANDUM FOR:** Special Support Assistant to Director  
of Personnel

**SUBJECT:** Recruitment Problems of the Deputy  
Director (Plans)

**REFERENCE:** Memorandum from Acting SSA/DPers  
to Deputy Director (Support), Subject:  
Memorandum for the Record, Dated  
22 June 1955

1. The following comments are made with respect to  
referenced memorandum:

a. Paragraph 2. It is requested that, whenever possible, any recruitment conducted by the divisions and staffs be coordinated with the Personnel Procurement Division (PPD). This will permit PPD to give helpful guidance and also avoid uncoordinated activity that reflects to the Agency's disadvantage.

b. Paragraph 3. Previous recruitment at the armed services discharge points has met with discouraging results due to the short time allowed for the necessary processing of the discharges and the disinterest on their parts at that particular time in discussing employment that may involve further overseas duty. The alert serviceman has usually made definite vocational or educational plans quite some time before he reaches the separation center. We attempt to contact the serviceman six months to a year before his separation. As soon as our recruitment staff is increased, however, we will again work the separation centers, especially the Marine discharge points.

c. Paragraph 5. The suggestion that broader standards for recruitment and a limited general recruitment program without regard to specific vacancies be adopted makes good sense. It is suggested that whatever standards are established be clearly delineated so that the recruiters may do an intelligent job of screening. This will also necessitate long range planning and should diminish the "panic" type of recruitment.

**d. Paragraph 6.**

(1) We agree with the statement that CIA is not getting its share of college graduates and appreciate thoroughly why this is so. One of the primary reasons is the fact that our recruitment force was so severely reduced. We believe, however, that the very few recruiters we had this past year did produce an outstanding number of recommended cases from the universities and colleges contacted. The following changes should improve our situation and enable us to get a greater share of college graduates:

- (a) Increase in the recruitment staff.
- (b) Increase in pay scale, putting us in a slightly better competitive position.
- (c) More components willing to take draft eligibles.
- (d) An increased willingness on the part of operational offices to hire the generally well-qualified young college graduate.

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(2) The JOT consultants at the Universities of [REDACTED] [REDACTED] have not been contacted as frequently as we would desire because we were unable to include them in the excessively large geographic areas our present staff has had to cover. Consequently, we have had the Deputy Chief, PPD, and the Chief, Specialized Recruitment Branch, PPD, contact them in conjunction with their supervisory trips to the field. These consultants, however, are thoroughly acquainted with our difficulty and have been most cooperative in sending in the recommendations they were able to make.

(3) We share Mr. Baird's concern regarding the flow of JOT's. The recruitment effort expended on the JOT compared with the results obtained cause us great concern. During the past academic year, our small staff of recruiters interviewed approximately 1500 college men at the major colleges and universities for the JOT program alone. These interviews resulted in approximately 220 recommended cases. (A few of these candidates cancelled out following the interview with the recruiter.) Our records indicate that only about 15 to 20% of those recommended are selected and, of course, the attrition of those selected runs about 50%. Thus, we can see that out of 1500 interviews we may have about 40 selected and expect 20 to EOD.

d (3) cont. It must be kept in mind that the qualifications for JOT's are extremely high and only the most outstanding men in any educational institution have a chance to be selected. These same men, of course, are in terrific demand by industry, by other Government agencies, and are also being encouraged to go into the major professions.

Other factors to be kept in mind are:

(a) The draft eligible candidate must be physically qualified for OCS and willing to and capable of successfully passing officer's training, as well as agreeable to the extra military service obligation involved.

(b) Approximately half of the men who take the required A&E test battery prove unacceptable to the JOT selection group.

(c) All candidates must be qualified for DD/P type of activity even though their academic training might make them more logical candidates for DD/I or DD/S.

(d) The time lag involved in the selection (including 8 hours of testing in the field, a medical examination and interview in Washington) and clearance works to our disadvantage. These young men usually are entertaining other offers where no delays are involved.

e. Paragraph 7. PPD strongly concurs in the view expressed regarding the prejudice against a candidate that is known to have been rejected for the JOT program. If such cases could receive additional shopping without the "JOT Reject" stigma attached, we believe that many of these excellently qualified candidates would be placed. It might also encourage recruitment officers to recommend more candidates for JOT consideration if they knew that additional unprejudiced shopping would be possible following JOT Division's rejection.

f. Paragraph 9. There seems to be some justification regarding the Ivy league and eastern coast college graduates receiving favorable consideration for selection to the JOT program. Although our recruitment is nation-wide in scope, we find a somewhat higher percentage of JOT's selected from the eastern colleges. A breakdown of the area recruiters' results of JOT recruitment for 54-55 academic year shows the following results:

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